

# **AIR FORCE AUDIT AGENCY**



## **BASE REALIGNMENT AND CLOSURE 2005 IMPLEMENTATION ACTIONS**



# **AUDIT REPORT**

**F2008-0009-FD1000**

**25 July 2008**



## INTRODUCTION

Base Realignment and Closure (BRAC) 2005 initiated a series of base closures and realignments beginning in 2005 to reduce excess infrastructure. The Deputy Assistant Secretary of the Air Force for Installations (SAF/IEI) developed a database, the BRAC Management Tool (BMT), to manage requirements and related cost estimate data. Air Force and Major Command (MAJCOM) BRAC Program Management Office (PMO) personnel developed requirements to implement 64 BRAC 2005 recommendations totaling more than \$3.7 billion.

## OBJECTIVES

We performed this audit because of Congressional interest in BRAC and high costs required for implementation. Our objective was to determine whether Air Force personnel properly estimated, updated, and supported cost estimates for BRAC 2005 implementation requirements.

## CONCLUSIONS

Air Force personnel did not always properly estimate, update, and support BRAC 2005 implementation requirements. This was a repeat finding identified at the MAJCOM level in previous BRAC-related reports of audit. Specifically, of the \$411.2 million in BRAC cost estimates reviewed, Air Force organizations did not:

- Properly estimate \$25.4 million in requirements (\$11.3 million in overstatements and \$14.1 million in understatements). (Tab A, page 1)
- Delete invalid requirements in BRAC management tool (BMT) totaling about \$3.1 million. (Tab A, page 2)
- Provide sufficient supporting documentation for \$81.3 million in valid requirements. (Tab A, page 2)

By eliminating the \$14.4 million of overstated and no longer valid requirements, the Air Force could use these funds for other valid BRAC requirements and achieve a potential monetary benefit.

## RECOMMENDATIONS

We made one recommendation to the Assistant Secretary of the Air Force for Installations, Environment and Logistics (SAF/IE) to improve the BRAC cost estimating

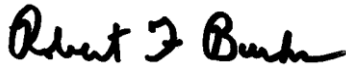
## Executive Summary

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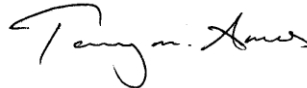
process and update estimates in BMT. During the audit, MAJCOM personnel corrected \$14.4 million of the discrepancies identified in this report. (Reference Tab A for the specific recommendations.)

### MANAGEMENT'S RESPONSE

Management comments addressed the audit results, recommendations and potential monetary benefits. Corrective actions taken are responsive to the issues in this report.



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# Tab A

## Requirements and Cost Estimates

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### BACKGROUND

Each MAJCOM<sup>1</sup> impacted by BRAC recommendations designated a PMO to document site survey results and create requirements. BRAC PMO personnel consolidated cost estimates into a Program Estimate and entered the costs into BMT to obtain funding. *Instructions for Preparing BRAC Program Estimates*, January 2007, states the BMT input should include base name, project title, amount, and the supporting methodology used to prepare the estimate with sufficient explanatory remarks. SAF/IEI approves the actions needed to implement BRAC recommendations shown in BMT.

### AUDIT RESULTS 1 – REQUIREMENTS AND COST ESTIMATES

**Condition.** Air Force personnel<sup>2</sup> did not always properly estimate, update, and support cost estimates for BRAC 2005 implementation requirements.<sup>3</sup> Of the \$411.2 million in BRAC estimates reviewed, we identified \$25.4 million were improperly estimated, \$3.1 million were invalid, and \$81.3 million in valid requirements lacked support. (Appendix I).

- Estimating Discrepancies. MAJCOM personnel did not properly estimate 54 (38 percent) of 141 valid requirements amounting to \$25.4 million (\$11.3 million in overstatements and \$14.1 million in understatements). To illustrate:
  - An estimate to move Air Force Real Property Agency (AFRPA) personnel from leased space in the National Capitol Region to Lackland AFB was overstated by \$1.82 million because the AFRPA representative did not

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<sup>1</sup> For the purpose of this report, all MAJCOMs, Direct Reporting Units, Field Operating Agencies (FOA), and Air Staff are hereafter collectively referred to as MAJCOMs. Air Force Special Operations Command, United States Air Forces Europe, and United States Air Force Academy were not impacted by BRAC 2005.

<sup>2</sup> We identified erroneous or unsupported requirements at eight of ten Air Force organizations reviewed: HQ Air Force District of Washington (AFDW) which included three Field Operating Agencies (FOA): Air Force Central Adjudication Facility (AFCAF), Air Force News Agency (AFNA) and Air Force Office of Special Investigations (AFOSI). Additional organizations reviewed included Air Force Center for Engineering and the Environment (AFCEE), Air Force Material Command (AFMC), HQ Air Mobility Command (AMC), Air Force Reserve Command (AFRC), Air National Guard (ANG), Deputy Assistant Secretary of the Air Force for Installations (SAF/IEI), and Pacific Air Forces (PACAF). No discrepancies were noted at Headquarters Air Force Installations, Logistics and Mission Support (AF/A4/7) and Air Education and Training Command (AETC).

<sup>3</sup> This was a repeat finding at the MAJCOM level identified in eight related reports of audit. (See Appendix III-Audit Scope and Prior Audit Coverage).

## Tab A

### Requirements and Cost Estimates

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- correctly identify the number of personnel eligible for Permanent Change of Station (PCS) reimbursement.
- Although AFCEE personnel initially documented temporary civilian position costs, the estimate was not adjusted in BMT when the number of temporary civilian positions increased. The additional personnel would increase the estimate by \$3.1 million.
  - No Longer Valid Requirements. MAJCOM personnel did not delete 11 of 141 BMT requirements valued at about \$3.1 million when the estimates were no longer valid. To illustrate:
    - HQ AFDW BRAC analyst input cost estimates of \$321,000 for civilian PCS and severance pay associated with the AFCAF move from Bolling AFB to Fort Meade VA. However, management later decided not to offer employees these options, but did not delete these requirements. Additionally, the analyst did not delete an \$80,000 cost estimate for an unnecessary<sup>4</sup> AFNA leased space restoration.
    - HQ AFMC BRAC PMO personnel did not remove \$300,000 in clean-up cost at Wright-Patterson AFB (WPAFB) associated with a cancelled mission move to China Lake CA.
    - HQ AMC BRAC PMO personnel did not remove two non-environmental program estimates and a non-appropriated fund (NAF) severance pay estimate totaling \$1.4 million for joint basing as directed by SAF/IEI in December 2005. In addition, PMO personnel did not adjust a Construction Oversight Fee estimate totaling \$335,000 after contract award. Finally, PMO personnel did not reduce a NAF severance pay estimate at Grand Forks AFB once management decided not to offer this option.
  - Unsupported Costs. MAJCOM personnel could not provide supporting documentation for 13 of 141 requirements valued at \$81.3 million. These projects represented valid requirements,<sup>5</sup> but personnel did not document the methodology used to estimate the costs. For example:
    - HQ ANG engineers estimated \$3 million for construction site preparation, furniture, and communications infrastructure at McConnell and Robins AFBs without documenting how the costs were determined.

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<sup>4</sup> The lease agreement did not require the restoration.

<sup>5</sup> SAF/IEI approves valid requirements that directly support a BRAC recommendation.



- HQ AFOSI personnel did not have supporting documentation for the \$23.9 million in cost estimates to co-locate the military investigative agencies at Quantico VA. These costs included transportation, information technology, and other costs.
- HQ Air Force Personnel Center (AFPC) personnel provided an estimate for officer and enlisted military personnel moves to support a SAF/IEI requirement. However, HQ AFPC personnel did not document the methodology used to derive \$52 million estimate. The moves were BRAC-related operational and rotational moves for Fiscal Years 2007 through 2009.

**Cause.** This condition occurred for the following reasons:

- In some cases SAF/IEI PMO did not adequately administer prescribed procedures to review, recalculate, and document each estimate, and to approve the support and methodology of cost estimates before input into BMT.<sup>6</sup>
- SAF/IEI did not aggressively pursue coordination with other DoD BRAC PMO personnel to obtain Business Plans and supporting documentation for Air Force estimates prepared by other military components such as the AFOSI move to Quantico VA. Although SAF/IEI PMO and the HQ AFOSI BRAC analyst contacted the Marine Corps/Navy business manager concerning the estimate, they received no response or supporting documentation.

**Impact.** By eliminating the \$14.4 million of overstated and invalid requirements, the Air Force could use these funds for other valid BRAC requirements and achieve a potential monetary benefit. Further, without proper documentation, BRAC officials could not support and justify \$81.3 million in valid requirements.

**Management Corrective Action.** During the audit, the MAJCOM BRAC PMO personnel corrected \$14.4 million (\$8.4 million in overstatements, \$3.6 million in understatements and \$2.4 million in invalid requirements) of the identified discrepancies.<sup>7</sup> Of the \$10.8 million potential monetary benefit corrected during audit, management officials corrected \$2.6 million, installation-level reports corrected

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<sup>6</sup> *Instructions for Preparing BRAC Program Estimates*, January 2007, requires the commands to document cost estimates in sufficient detail for a non-interested party unfamiliar with the area to be able to reconstruct each step of the cost derivation.

<sup>7</sup> Five related local audit reports issued to MAJCOM BRAC PMOs cited a total PMB of \$9.6 million. This report addresses the remaining \$4.6 million. Additionally \$203,925 is excluded as was previously reported in *Air Force Materiel Command Base Realignment and Closure Requirements Planning*, F2007-0001-FD1000, 20 November 2006.

## Tab A

### Requirements and Cost Estimates

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\$8.0 million, and \$0.2 million was claimed previously in AFAA Report of Audit F2007-0001-FD1000. Further, installation-level reports recommended management officials correct an additional \$1.6 million of overstated and invalid requirements. We made recommendations addressing the remaining \$14.1 unresolved requirements (\$2.9 million overstated, \$0.7 invalid, and \$10.5 million understated).

#### **Recommendation A.1.** SAF/IE should:

##### a. Require MAJCOM BRAC PMOs:

(1) Develop and maintain supporting documentation as specified in SAF/IEI PMO guidance for the \$81.3 million in valid but unsupported cost estimates (Appendix I).

(2) Reduce the remaining \$3.6 million of overstated estimating discrepancies (\$2,931,450) and invalid requirements (\$694,000) (Appendix II).

(3) Correct the remaining \$10.5 million in unresolved understated estimating discrepancies (Appendix II).

b. Emphasize the requirement for program managers to review validate, and approve the logic and methodology of all cost estimates before the requirement is approved in BMT.

c. Coordinate with other DoD BRAC PMOs to obtain Business Plans and supporting documentation for all estimates related to Air Force requirements in BMT.

**Management Comments.** SAF/IEI concurred with the audit results, recommendations, and potential monetary benefits and stated:

a.(1) "Concur. During the February 2008 semiannual MAJCOM Program Management Review, SAF/IEI PMO briefed MAJCOM BRAC program management personnel on the need for proper documentation for all valid requirements (Appendix I) placed into BMT. (CLOSED).

a.(2) "Concur. SAF/IEI PMO provided MAJCOM BRAC program management personnel with the Unresolved Discrepancies List (Appendix II) and instructed personnel to reduce the remaining \$3.6 million of overstated estimating discrepancies and invalid requirements in BMT. (CLOSED).

a.(3) "Concur. SAF/IEI PMO instructed MAJCOM BRAC program management personnel to correct the remaining identified discrepancies as needed. (CLOSED).

b. "Concur. In June 2008, SAF/IEI PMO emphasized to MAJCOM BRAC management personnel to review, validate, and approve the logic and methodology of all costs estimates before submitting requirements for approval in BMT. (CLOSED).

c. "Concur. SAF/IEI PMO coordinated with other DoD BRAC PMOs in January 2008 to obtain Business Plans and supporting documentation for all cost estimates related to Air Force requirements in BMT. (CLOSED)."

**Evaluation of Management Comments.** Management comments addressed the audit results, recommendations and potential monetary benefits. Corrective actions taken are responsive to the issues in this report.

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## Requirements and Cost Estimate Discrepancies

| Locations  | Overstated Estimates | Understated Estimates | Invalid Amounts    | Unsupported Estimates |
|--|----------------------|-----------------------|--------------------|-----------------------|
| <b>AFDW</b>  |                      |                       |                    |                       |
| AFCAF-Bolling AFB                                    | \$ 62,000            |                       |                    |                       |
| AFCEE-Multiple                                       |                      | \$ 3,153,747          |                    |                       |
| AFNA-Lackland AFB                                    | 178,000*             | 1,285,000             |                    |                       |
| AFOSI-Andrews AFB                                    |                      |                       |                    | \$ 6,291,000*         |
| AFOSI-Quantico                                       |                      |                       |                    | 17,600,000            |
| AFRPA-Lackland AFB                                   | 1,820,000            |                       |                    |                       |
| Andrews AFB  |                      |                       |                    | 402,000               |
| Bolling AFB  | 91,000               |                       | \$ 534,000*        | 455,000               |
| Lackland AFB   |                      |                       | 80,000             |                       |
| <b>AFDW Total</b>                                    | <b>2,151,000</b>     | <b>4,438,747</b>      | <b>614,000</b>     | <b>24,748,000</b>     |
| <b>HQ AFMC</b>                                       |                      |                       |                    |                       |
| Brooks City Base                                     |                      | 1,454,927             |                    |                       |
| Eglin AFB  | 420,000              | 1,400,000             |                    |                       |
| Hanscom AFB  |                      | 1,425,439*            |                    |                       |
| Tinker AFB   | 203,925              | 23,303                |                    |                       |
| Wright-Patterson AFB                                 | 1,675,100*           |                       | 300,000            |                       |
| <b>HQ AFMC Total</b>                                 | <b>2,299,025</b>     | <b>4,303,669</b>      | <b>300,000</b>     |                       |
| <b>HQ AFRC</b>                                       |                      |                       |                    |                       |
| General Mitchell International Airport (IA)          |                      |                       | 535,000            |                       |
| <b>HQ AFRC Total</b>                                 |                      |                       | <b>535,000</b>     |                       |
| <b>HQ AMC</b>  |                      |                       |                    |                       |
| Grand Forks AFB                                      |                      |                       | 159,000            |                       |
| Little Rock AFB                                      | 1,408,000*           |                       |                    |                       |
| MacDill AFB  | 112,000*             | 205,000*              | 56,000             |                       |
| McChord AFB  |                      |                       | 1,435,000*         |                       |
| Pope AFB   | 109,059              | 878,242               |                    |                       |
| Scott AFB  | 748,000*             |                       |                    |                       |
| <b>HQ AMC Total</b>                                  | <b>2,377,059</b>     | <b>1,083,242</b>      | <b>1,650,000</b>   |                       |
| <b>HQ ANG</b>  |                      |                       |                    |                       |
| Dane County Regional Airport Air Guard Station (AGS) |                      | 473,223               |                    |                       |
| Elmendorf AFB  |                      | 166,503*              |                    | 1,500,000             |
| Fairchild AFB  | 1,482                |                       |                    |                       |
| Fort Wayne IA AGS                                    |                      | 465,335               |                    |                       |
| Forbes Field AGS                                     |                      | 149                   |                    |                       |
| Fresno Air Terminal AGS                              |                      | 719,974               |                    |                       |
| Great Falls IA AGS                                   |                      | 11,126                |                    |                       |
| Joe Foss Field AGS                                   |                      | 485,575               |                    |                       |
| Lambert-St Louis IA AGS                              | 113,936*             |                       |                    |                       |
| McEntire AGS   |                      | 734,285*              |                    |                       |
| McConnell AFB  | 328,057*             |                       |                    | 1,050,000*            |
| McGee Tyson Airport                                  |                      | 94,412                |                    |                       |
| New Orleans Naval Air Station                        |                      | 1,033,669             |                    |                       |
| Niagara Falls IA AGS                                 |                      | 55,516                |                    |                       |
| Robins AFB   | 46,975               |                       |                    | 2,025,000*            |
| <b>HQ ANG Total</b>                                  | <b>490,450</b>       | <b>4,239,767</b>      |                    | <b>4,575,000</b>      |
| <b>HQ PACAF</b>                                      |                      |                       |                    |                       |
| Eielson AFB  |                      | 12,000                |                    |                       |
| Elmendorf AFB  | 3,966,000            | 5,000                 |                    |                       |
| Galena Forwarding Operating Location                 | 9,000                |                       |                    |                       |
| <b>HQ PACAF</b>                                      | <b>3,975,000</b>     | <b>17,000</b>         |                    |                       |
| <b>SAF/IEI- Multiple locations</b>                   |                      |                       |                    | <b>52,025,000*</b>    |
| <b>Total Errors</b>                                  | <b>\$11,292,534</b>  | <b>\$14,082,424</b>   | <b>\$3,099,000</b> | <b>\$81,348,000</b>   |
| *Consist of more than one requirement                |                      |                       |                    |                       |

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## Unresolved Discrepancies

| Organization  | Requirements   | Overstated Estimates | Understate Estimates | Invalid Amount |
|---|--|----------------------|----------------------|----------------|
| AFCEE   | Temporary Civilian Positions                                     |                      | \$ 3,153,747         |                |
| AFDW  | Civilian Severance Pay   | \$ 91,000            |                      |                |
| AFDW/AFCAF  | Fort Meade Transportation  | 62,000               |                      |                |
| AFDW/AFNA   | Fort Meade Transportation  | 86,000               |                      |                |
| HQ AFMC   | Archeological Site Protection                                    |                      | 1,400,000            |                |
| HQ AFMC   | Global Air Traffic Operations furniture                          |                      | 23,303               |                |
| HQ AFMC   | Transition Costs for AFRL Directed Energy                        |                      | 1,454,927            |                |
| HQ AFMC   | Transition at Hanscom to WP AFB                                  |                      | 260,551              |                |
| HQ AMC  | Communication Upgrades Bldg 6                                    | 46,000*              |                      |                |
| HQ AMC  | Communication Infrastructure Bldg 55                             | 46,000*              |                      |                |
| HQ AMC  | AMC HQ Wing Bldg   | 1,400,000            |                      |                |
| HQ AMC  | Program Management Support (Civil Engineering)                   | 710,000*             |                      |                |
| HQ AMC  | Severance Pay for NAF Employees                                  |                      |                      | \$159,000*     |
| HQ ANG  | Vehicle Maintenance Shop   |                      | 134,941              |                |
| HQ ANG  | Relocate 202 Engineering Installation Squadron (EIS) Operations  | 46,975               |                      |                |
| HQ ANG  | Furniture  |                      | 473,223              |                |
| HQ ANG  | Equipment Move   |                      | 149                  |                |
| HQ ANG  | Furniture  |                      | 465,335              |                |
| HQ ANG  | Furniture  |                      | 719,974              |                |
| HQ ANG  | Digitized Aircraft Maintenance                                   |                      | 11,126               |                |
| HQ ANG  | Furniture  |                      | 485,575              |                |
| HQ ANG  | Equipment Move   | 26,216               |                      |                |
| HQ ANG  | Construct Mini Igloos  | 281,556              |                      |                |
| HQ ANG  | Install Walls, Four Igloos                                       | 46,501               |                      |                |
| HQ ANG  | Furniture  |                      | 733,302              |                |
| HQ ANG  | Furniture  |                      | 94,412               |                |
| HQ ANG  | Furniture  |                      | 1,033,669            |                |
| HQ ANG  | Relocate 157 Air Operations Group 218 EIS Drill Status Guardsman | 87,720*              |                      |                |
| HQ ANG  | Equipment Move   | 1,482                |                      |                |
| HQ ANG  | Communication Infrastructure - Equipment                         |                      | 983                  |                |
| HQ ANG  | Special Workdays   |                      | 55,516               |                |
| HQ AFRC   | General Mitchell International Airport                           |                      |                      | 535,000*       |
| HQ PACAF  | A-10 HQ Travel   |                      | 12,000               |                |
| HQ PACAF  | F-15C/D HQ Travel  |                      | 5,000                |                |
| <b>Totals</b>   |  | \$2,931,450          | \$10,517,733         | \$694,000      |
| <b>*Corrections recommended in installation-level reports (\$1.6 million)</b> |  |                      |                      |                |

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### AUDIT SCOPE

**Audit Coverage.** We performed this audit at six MAJCOMs, a Direct Reporting Unit,<sup>8</sup> a FOA,<sup>9</sup> and Air Staff<sup>10</sup> (Appendix IV). We accomplished audit fieldwork from May 2007 through November 2007 using documentation dated from September 1996 through November 2007. We issued management a draft report in April 2008.

To determine whether costs were properly estimated, updated and supported, we:

- Obtained supporting documentation from MAJCOM personnel.
- Validated computations and methodologies used to establish the cost estimates.
- Discussed cost estimates with MAJCOM personnel.
- Compared validated cost estimates to BMT entries as of 14 August 2007 to determine consistency.

**Sampling Methodology.** We used the following sampling and Computer Assisted Auditing Tools and Techniques (CAATTs) to accomplish our objective.

- Sampling. We judgmentally selected requirements from the unresolved discrepancies tables located in Appendix I of the BRAC Requirements Planning audits below.<sup>11</sup> We compared the requirement amounts displayed in those reports to the amounts in BMT as of 14 August 2007. We then based our judgmental selection on those items with no change.
- CAATTs. We used CAATTs to analyze data. Specifically, using Excel Spreadsheets:
  - We downloaded requirements from BMT and used: (a) filter functions and sort commands to analyze and track cost estimates and requirements; and (b) mathematic functions to develop magnitude and value of requirements.

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<sup>8</sup> Air Force District of Washington is responsible for managing selected FOA BRAC requirements.

<sup>9</sup> Air Force Center for Engineering and Environment is a FOA not managed by the Air Force District of Washington.

<sup>10</sup> HQ Air Force Installations, Logistics and Mission Support (AF/A4/7) and Deputy Assistant Secretary of the Air Force for Installations (SAF/IEI).

<sup>11</sup> The Related Reports paragraph below lists all prior audit reports used to select our sample.

## Audit Scope and Prior Audit Coverage

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- We used general functions such as COUNTIF and SUM to interpret and summarize results. We applied IF Statements and Conditional Formatting to return quick results and to notate errors in large amounts of data.

**Data Reliability.** We extensively relied on computer-generated data contained in BMT to accomplish this audit. We did not evaluate the systems' general and application controls. Instead, we established the data's reliability by comparing cost estimates with available manual records for obvious errors, reasonableness, and completeness; and recalculated totals to verify math operations. Based on these tests, we concluded the data was sufficiently reliable to support audit conclusions.

**Auditing Standards.** We accomplished audit work in accordance with generally accepted government auditing standards and accordingly, tests of management controls related to data controls related to BRAC requirement development. The specific controls evaluated included management documentation reviews and oversight and the maintenance, accuracy, and sufficiency of supporting documentation.

### PRIOR AUDIT COVERAGE

Although we did not identify any DoD Inspector General, or Government Accountability Office reports issued within the past 5 years that addressed the same or similar objectives as this audit, we did identify eight related Air Force Audit Agency reports. The related reports did include recommendations requiring follow up.

### RELATED REPORTS

All eight of the following reports concluded initial requirements and cost estimates were not always accurate and properly supported. Management's actions to correct the reported conditions were only partially effective. A repeat finding is documented in this report.

- Air Force Audit Agency Report of Audit F2006-0006-FD1000, *Air Force Reserve Command Base Realignment and Closure Requirements Planning*, 3 August 2006.
- Air Force Audit Agency Report of Audit F2006-0007-FD1000, *Pacific Air Forces Base Realignment and Closure Requirements Planning*, 23 August 2006.
- Air Force Audit Agency Report of Audit F2006-0008-FD1000, *Air Education and Training Base Realignment and Closure Requirements Planning*, 23 August 2006.

- Air Force Audit Agency Report of Audit F2006-0009-FD1000, *Air Combat Command Base Realignment and Closure Requirements Planning*, 23 August 2006.
- Air Force Audit Agency Report of Audit F2006-0010-FD1000, *Air National Guard Base Realignment and Closure Requirements Planning*, 23 August 2006.
- Air Force Audit Agency Report of Audit F2007-0001-FD1000, *Air Force Materiel Command Base Realignment and Closure Requirements Planning*, 20 November 2006.
- Air Force Audit Agency Report of Audit F2007-0002-FD1000, *Air Force Space Command Base Realignment and Closure Requirements Planning*, 20 November 2006.
- Air Force Audit Agency Report of Audit F2007-0006-FD1000, *Air Mobility Command and Air Force of Washington Base Realignment and Closure Requirements Planning*, 19 January 2007.

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## Locations Audited/ Reports Issued

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| <u>Organization/Location</u>   | <u>Installation-Level<br/>Reports Issued</u> |
|--|--|
| <b><u>United States Air Force (USAF)</u></b>                                   |  |
| HQ USAF/A4/7<br>Washington DC  | NONE   |
| Deputy Assistant Secretary of the Air Force for Installations<br>Washington DC | NONE   |
| <b><u>Air Education and Training Command (AETC)</u></b>                        |  |
| HQ AETC<br>Randolph AFB TX   | NONE   |
| <b><u>Air Force District of Washington (AFDW)</u></b>                          |  |
| HQ AFDW<br>Bolling AFB DC  | NONE   |
| <b><u>Air Force Materiel Command (AFMC)</u></b>                                |  |
| HQ AFMC<br>Wright-Patterson AFB OH   | F2008-0015-FCW000<br>18 March 2008           |
| <b><u>Air Force Reserve Command (AFRC)</u></b>                                 |  |
| HQ AFRC<br>Robins AFB GA   | F2008-0016-FCR000<br>7 February 2008         |
| <b><u>Air Mobility Command (AMC)</u></b>                                       |  |
| HQ AMC<br>Scott AFB IL   | F2008-0043-FBL000<br>19 March 2008           |
| <b><u>Air National Guard (ANG)</u></b>   |  |
| HQ ANG<br>Andrews AFB MD   | F2008-0016-FDN000<br>3 March 2008            |

## Locations Audited/ Reports Issued

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| <u>Organization/Location</u>  | <u>Installation-Level<br/>Reports Issued</u> |
|---|--|
| <u>Pacific Air Force (PACAF)</u>  |  |
| HQ PACAF<br>Hickam AFB HI   | F2008-0018-FBP000<br>8 April 2008            |
| <u>Field Operating Agencies</u>   |  |
| Air Force Center for Engineering and Environment<br>Brooks City-Base TX | NONE   |

Engineering and Environment Division (AFAA/SPE)  
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## Final Report Distribution

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### **FREEDOM OF INFORMATION ACT**

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